

**SELFRIDGE AIR NATIONAL GUARD BASE EUL  
NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**APPLICATION PACKAGE  
TABLE OF CONTENTS**

SECTION 1.0	PROJECT SUMMARY .....	2
SECTION 2.0	ENHANCED USE LEASING DESCRIPTION AND PERFORMANCE REQUIREMENTS .....	9
SECTION 3.0	APPLICATION SUBMISSION.....	11
SECTION 4.0	APPLICATION EVALUATION PROCESS .....	21
SECTION 5.0	ARRANGEMENTS FOR INSPECTION OF SITE.....	23
SECTION 6.0	POINTS OF CONTACT.....	23
APPENDIX A	CONFLICT OF INTEREST CERTIFICATION .....	24

# SELFIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT

## SELFIDGE AIR NATIONAL GUARD BASE

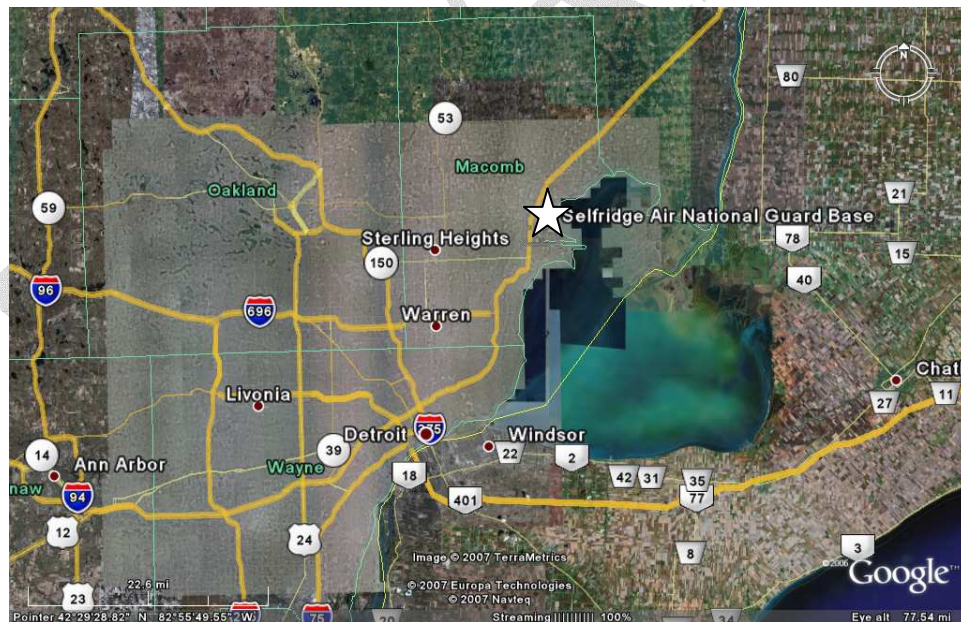
### SECTION 1.0 PROJECT SUMMARY

#### 1.1. AUTHORITY

The Enhanced Used Leasing (“EUL”) process is provided under the authority of Title 10, United States Code, Section 2667, as amended. This authority allows for military installations to outlease land and facilities to a private or public entity. Specifically, installations can, among other things: 1) outgrant for other types of mission functions; 2) enter into long-term or short-term leases, providing greater flexibility for facility reuse; and 3) receive no less than fair market rental, in cash or in-kind, as consideration for the leased property.

#### 1.2. SELFIDGE AIR NATIONAL GUARD BASE

Selfridge Air National Guard (“ANG”) Base totals 3,082 acres and is located in Macomb County, Michigan, approximately 20 miles northeast of Detroit (in the Detroit MSA). The Base is located approximately one mile east from the Metropolitan Parkway exit of I-94/M-59 and is along the western shores of Lake St. Clair.



**1.2.1 BRAC IMPACT.** U.S. Army Garrison-Selfridge was recommended for closure (BRAC) by the Defense Department in 2005. The Army will depart Selfridge by September 30, 2008. Upon departure, the United States Air Force (USAF)/Air National Guard will take over the land and all buildings currently occupied by Army (excluding Seville Manor).

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**1.2.2 CURRENT STATUS.** Selfridge takes pride in being one of only two military installations to have permanently assigned units from all five of the uniformed services. The base is home to the Michigan Air National Guard's 127th Wing, Air Force Reserve, 927th Air Refueling Wing, Selfridge Army Garrison, Army Readiness Group, Naval Reserve Center Selfridge, Naval Operations Support Center, Marine Wing Support Group 47 and Coast Guard Air Station Detroit. The working population of the base is currently (pre-BRAC) 550 on active duty, 1,720 civilian workers and 4,200 reservists and guardsmen. In addition, there are 16 tenant organizations resident on the base, including TARDEC, the 425th infantry and Army Guard Recruiting, Naval Mobile Construction Battalion, Naval Air Reserve Activity Selfridge, Naval Reserve Center, U.S. Customs and Border Protection, Marine Wing Support Group 47, the Army's 3rd Brigade, 85th Division and the 75th Explosive Ordnance Company. The Coast Guard Air Station Detroit also uses Selfridge as a base of operations.

Most uniquely, Selfridge is the largest Air National Guard base owned in fee simple by the Federal government and is the last remaining major military installation in the State of Michigan.

**1.2.3 HISTORY.** On July 1, 1917, Selfridge field was opened. After World War II, Selfridge expanded to its present size of 3,082 acres. In 1947, Selfridge Field became Selfridge Air Force Base. On July 1, 1971, Selfridge Air Force Base was transferred to the Michigan Air National Guard. Over the years, it grew into an active duty base for the Air Force. In 1971 the U.S. granted a license to the State of Michigan for the use of the former Selfridge Air Force Base for National Guard purposes. The base included a complete airfield, buildings to support base operations, housing and flight-line activities. In 1989, the Air Force transferred 520 acres of the base and the 103-acre Seville Manor housing area to the U.S. Army.

Today, Selfridge Air National Guard Base is one of the busiest, most diverse military installations in the United States. A base of operations for five military branches of service, Selfridge encompasses some 383 buildings, a 9,000 foot runway, over a million square yards of taxiway and paved aircraft parking ramps, thirty-nine miles of paved roads and seven miles of railroad track.

### **1.3. SELFRIDGE AIR NATIONAL GUARD BASE**

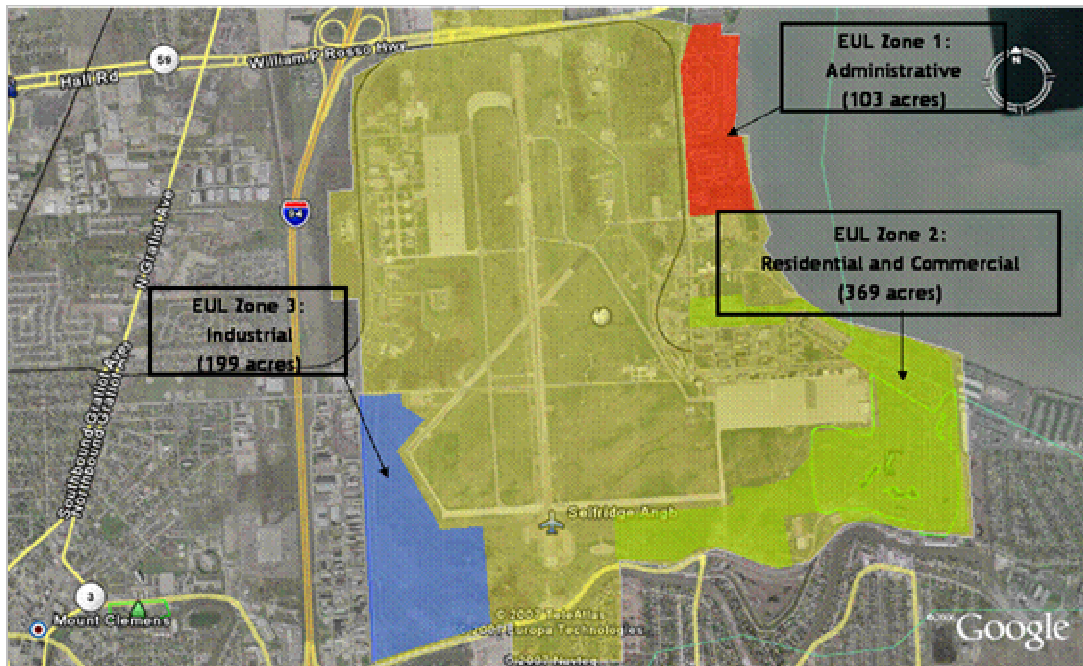
**1.3.1 VISION.** Selfridge is a joint military installation, operated by the Michigan Air National Guard. Because of the departure of the U.S. Army Garrison in FY2008, Selfridge is seeking private sector development that will complement and support the remaining military and civilian base operations and tenancies. A single master Developer is sought for the EUL site.

**1.3.2 SITE.** The area considered for EUL is approximately 500 acres of developable land plus the 18-hole golf course (estimated at 175 acres). The EUL sites include three parcels, generally identified as the land along the east and south elevations of the base. The property line follows the curves of Lake St. Clair along its western shores. The acreage included in this analysis includes the portions of the base to be vacated by the U.S. Army in

# SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT

FY08, situated toward the eastern one-third of the base (traveling from the Main Gate to the shore line along the east side of Jefferson Avenue).

The EUL sites are divided into three non-contiguous zones, depicted on the site plan provided below and summarized on the chart following. The land is generally level and at grade with the internal base road network and surrounding exterior roads. Within each zone is an existing gate, although only the Main Gate is currently used for daily visitors.



Zone	Zone 1	Zone 2	Zone 3
Acres (gross)	103 acres	369 acres total 194 acres developable (est.)	199 acres
Gates	<ul style="list-style-type: none"> <li>Main Gate</li> </ul>	<ul style="list-style-type: none"> <li>Golf Gate</li> </ul>	<ul style="list-style-type: none"> <li>Joy Gate</li> </ul>
Comments	<ul style="list-style-type: none"> <li>Includes vacated housing, support and administrative areas</li> </ul>	<ul style="list-style-type: none"> <li>18-hole golf course, totaling approximately 175 acres</li> <li>Lakefront property</li> </ul>	<ul style="list-style-type: none"> <li>Abuts the airfield taxiway</li> <li>Location of many base tenants</li> </ul>

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**1.3.3 EXISTING IMPROVEMENTS.** There are existing older buildings on each of the three parcels. Existing buildings include administrative structures, housing units and support facilities, many of which are considered to be “historically contributing”.

- Zone 1 includes older housing areas and administrative buildings. This zone abuts an area that will have continued occupancy by the USAF/ Air National Guard.
- Zone 2 includes historic housing units and the golf course, its support facilities and club house as well as Lufbery Hall.
- Zone 3 includes the structures of numerous base tenants, including storage buildings and outdoor lots.

It is anticipated that for the new development each area will require demolition of some of the existing buildings, along with infrastructure improvements and upgrades. The EUL site has existing utility lines and road improvements, although upgrades to support a new use will be necessary. Zones 1 and 3 have rail access although future access must comply with the base’s Anti-Terrorism/Force Protection requirements

### **1.4. BUSINESS OPPORTUNITY**

USAF and Selfridge ANG Base seek to competitively select a private developer to lease the three parcels of land and develop a mixed-use community and retain and operate the existing 18-hole golf course. Likely development includes, but is not limited to the following components:

- Office and research & development (R&D) buildings;
- Option to renovate and expand Lufbery Hall;
- Active adult community targeted to military retirees
  - Selected secure recreational uses, including marina, storage/services and commercial operation of the existing golf course in conjunction with the active adult community; and.
- Warehouse and light industrial uses.

Throughout this NOL, these uses will be generally referred to as “mixed uses” or “mixed use development”.

The successful private sector offeror will operate, maintain the facilities and provide in-kind consideration to Selfridge ANG Base equal to the fair market value of the leased assets. To these ends, USAF sees this private sector opportunity as compatible with the Selfridge ANG Base mission and as an extension of the base business objectives.

The USAF and Selfridge ANG Base believe there is a sizeable opportunity for the base and a private sector developer/property manager to work together to receive significant benefits. Specifically, the private sector has the opportunity to receive a market rate return from development activities to end users and continuing property management of real estate assets and facilities.

# **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

## **1.5. PROJECT SUMMARY**

**1.5.1 PROJECT DESCRIPTION.** The USAF is seeking a private sector developer and property manager (hereafter “Developer”) to participate in the development, maintenance and management of a mixed-use development, including the 18-hole golf course. Upon selection of a Developer, the USAF and the Developer will work together to develop a Lease & Management Plan (hereafter “Plan”) for leasing and development of the property described in Section 1.5.4. The Developer selected will be expected to identify issues thoroughly, creatively and professionally, analyze solutions and determine entrepreneurial processes to ensure the successful implementation of the Plan.

**1.5.2 PROJECT GOAL.** The goal of the project is to capitalize on the vast acreage and lakefront location to develop a mixed use community for prospective end users; to allow Selfridge ANG Base to utilize in-kind consideration generated by the project to enhance further the quality of life for those working at and served by the installation; and to employ the best commercial practices to the benefit of both the USAF and the Developer.

**1.5.3 PROJECT CONCEPT.** The USAF proposes to lease the above-described land to the Developer for a term in line with the proposed development, but in no event to exceed 50 years. The Developer will finance, plan, renovate as well as operate and manage the facilities to be developed and described above for the term of the lease and receive market fees from end users. In addition, the Developer will provide Selfridge ANG Base in-kind consideration equal to the fair market value of the leased assets.

**1.5.4 LEASE & MANAGEMENT PLAN.** The Plan will provide details regarding the financing strategies, lease terms and conditions, development scope, use restrictions, property and asset management procedures, terms and conditions for in-kind consideration and other matters agreed upon by the USAF and the Developer. Upon completion of the Plan and final approval by the USAF, a lease and other transfer documents will be negotiated by the USAF and the Developer to implement the Plan, or portions thereof. The decision to implement the Plan will be made by the USAF at its discretion. If potential development opportunities are identified during the planning process that cannot be accommodated under the leasing authority, the USAF and Developer will, if feasible, discuss implementation through alternative authorities.

In no event will the USAF be responsible for the payment of any fees or have any liability to the Developer for the Plan or work product generated in developing the Plan should the Plan not be acceptable.

It should be noted, the USAF and Selfridge ANG Base have set the following objectives for this project:

- To create a mixed use development, retaining and operating the existing 18-hole golf course and with an option to renovate and expand Lufbery Hall;
- To accommodate existing base tenants’ current and anticipated future needs;

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

- To integrate successfully the development activities with cultural resources and environmental policy management requirements in support of the mission of Selfridge ANG Base;
- To blend successfully development activities into the remaining base activities and with the existing base architecture;
- To maintain positive relations with the communities surrounding the property; and
- To employ the best commercial practices to the benefit of both the USAF and the Developer.

The USAF believes that these goals, concepts and objectives can best be achieved by working with the Developer to develop the Plan for Selfridge. The valuable assets of Selfridge ANG Base make this initiative a valuable opportunity for a world-class Developer to participate in this EUL opportunity.

**1.5.5 DEVELOPMENT PROCESS.** Upon selection of the Developer, the USAF and the Developer will work cooperatively to develop a Plan that will be implemented through the leasing of developed facilities (mixed use development) to end users identified by the Developer. The Developer will be responsible for drafting the Plan. The USAF and its advisors will review this Plan. It should be noted that the USAF has final approval of the Plan. In addition, the Plan will be subject to review by local government stakeholders.

**1.5.6 USAF/ANG PARTICIPATION.** It is anticipated that Selfridge ANG Base will participate in the project in the following ways:

- USAF has made specific tracts of Selfridge ANG Base land available for lease. The Developer and the USAF will cooperatively create a Lease & Management Plan and jointly determine potential uses for the property.
- Selfridge ANG Base will receive in-kind consideration from the Developer at least equal to the fair market value of the leased assets. The form, amount and timing of the in-kind consideration will be defined in the Lease & Management Plan.

## **1.6. EVALUATION CRITERIA**

Applications will be evaluated on the basis of the following criteria. A complete explanation of the criteria can be found at Section 3.9. The USAF will select a developer based on an objective “best value” determination considering only the information submitted in response to this solicitation.

**1.6.1 EXECUTIVE SUMMARY.** This section describes and provides documentation of the Offeror’s legal organizational structure, key people, insurance coverage and past history. This section is meant to familiarize the USAF with the Offeror’s organization, not to summarize the remaining sections of the proposal. The Executive Summary is not scored.



## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**1.6.2 RELEVANT EXPERIENCE INCLUDING PAST AND PRESENT PERFORMANCE.** This section considers the extent of the Offeror's corporate and key personnel experience in successfully planning for, developing and managing large complex projects, especially under a lease arrangement. The evaluation team may consider information about other projects performed by the Developer and identified through any and all means (relevancy and recency), including but not limited to customer surveys and comments from Government agencies.

**1.6.3 MARKETING PLAN.** This section considers the approach to identify potential product end users and prospective rates charged in support of building plan and financial analysis.

**1.6.4 FINANCIAL.** This section considers the extent of the Offeror's experience in dealing with financing of large, complex projects, especially under a leasing arrangement. Additionally, the Offeror's proposed financial strategy and financial capability will be considered.

**1.6.5 DEVELOPMENT PLAN:** This section considers the methodology and plan for the design and construction of the project.

**1.6.6 FACILITY MAINTENANCE/MANAGEMENT.** This section considers the ability and experience in managing, maintaining and leasing similar projects over an extended period of time. This feature is critical to the development's long-term viability.

**1.6.7 CAPABILITY AND QUALIFICATIONS.** This section considers the extent of the Offeror's corporate and key management and technical personnel capabilities and qualifications to provide the services required for planning and implementation of the project as well as the Offeror's approach to the project.

**1.6.8 ACHIEVEMENT OF USAF/ANG GOALS, CONCEPTS AND OBJECTIVES.** This section considers the extent to which the Offeror's approach indicates an understanding of the USAF and ANG's goals, concepts and objectives, as described in Section 1.5 of this NOL, and a realistic approach to accomplishing them.

**1.6.9 EXPERIENCE IN COMMUNITY RELATIONS.** This section considers the extent of the Offeror's experience in dealing with community relations in successfully completing major developments.



**SELFRIDGE AIR NATIONAL GUARD BASE EUL  
NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**SECTION 2.0    ENHANCED USE LEASING DESCRIPTION AND  
PERFORMANCE REQUIREMENTS**

**2.1.    SUMMARY OF LEASING PROCESS**

Following selection of the Developer, the USAF and the Developer will work together to produce a Lease & Management Plan (“Plan”) for Selfridge ANG Base. The USAF will issue a conditional Notice of Lease award to the Developer. In developing the Plan, the USAF and the Developer will consult stakeholders within the community, as appropriate. Proposed uses for the leased land will be determined during the Plan development. The USAF will work with the Developer in preparing a lease and other documents required to implement the Plan. An initial sample outline for contents of the Plan is as follows:

- A further description of the USAF’s and ANG’s goals, concepts and objectives for the leasing arrangement and methods for meeting them;
- Sources of capital, including debt and equity;
- Overall leasing and development schedule;
- Detailed leasing and development budget including operating pro forma and revenue pro forma for the term of the ground lease;
- Roles and responsibilities of the USAF, ANG, Selfridge and the Developer, including a description of any anticipated partnership or joint ventures by the Developer;
- Development plans and timelines, including drawings, site plans, etc.;
- A tenant leasing plan setting forth appropriate guidelines to ensure that all third party tenant leases are for uses compatible with the ANG’s military mission;
- Documents required to comply with the National Environment Policy Act (NEPA) and other applicable laws;
- Community relations plan;
- Detailed plan specifying the amount and timing for payment of in-kind consideration to Selfridge ANG Base; and
- A detailed description of any opportunities identified during the planning process that cannot be accommodated by the current lease authority, and, if feasible, a plan for proceeding under an alternative authority.

The Developer will prepare draft portions of the Plan for review by the USAF and its advisors. The USAF will work with the Developer to arrange for review by relevant stakeholders, including various constituencies with an interest in the project, both inside and outside the government.

At the end of the planning stage, the Plan and supporting documents will be submitted to Deputy Assistant Secretary of the Air Force – Installations (SAF/IEI) for approval. If approved, the USAF will execute lease arrangements and proceed with the project.

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

In the unlikely event that the USAF and the Developer cannot agree on a Plan, implementing lease or other required documents, or if the Plan is not accepted by SAF/IEI, the USAF, at its option, may render this application process null and void, and direct the Developer to cease all work on the project. This can occur without giving rise to any right or claim by the Developer. Should this occur, the USAF maintains the right, at no cost, to make full use of the Plan and to proceed to negotiate and work with other developers on this or similar projects.

### **2.2. LEASE PAYMENT PROVISIONS**

The Developer will provide in-kind consideration not less than the fair market value of the leased land. Details regarding these payments will be provided in the Plan.

### **2.3. UTILITIES AND SUPPORT SPACE**

The Developer will be responsible for coordination of all utilities and support services used in the operation and management of the newly developed buildings and leased land.

### **2.4. PROPERTY MAINTENANCE/MANAGEMENT**

The ability to properly maintain and manage the proposed project is critical to the project's long-term viability. The Developer, as a part of the Plan, shall work with the USAF to develop a property maintenance/management program that meets all USAF and project goals. The Developer will have responsibility for all property maintenance and management items throughout the life of the project.

### **2.5. ENVIRONMENTAL CONSIDERATIONS**

Selfridge ANG Base will produce and make available a Phase I environmental site assessment report (Environmental Baseline Study) for the acreage included in the project.

### **2.6. DISPUTES**

Any dispute concerning a question of fact or procedure arising under this application, which is not disposed of by agreement, shall be decided by the USAF, who shall mail or otherwise furnish a written copy of the decision to the Offeror.

**SELFRIDGE AIR NATIONAL GUARD BASE EUL  
NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**SECTION 3.0 APPLICATION SUBMISSION**

**3.1. PROVISIONS**

Developers are required to comply with the following instructions while developing their proposal. Where instructions conflict and no order of precedence is specified, the most stringent requirement applies. A reference to, or direction to comply with, a particular paragraph shall include, as appropriate, all subparagraphs thereunder. Oral explanations or instructions given before the signing of the Lease will not be binding. Any written information concerning the application given to any prospective Developer will be furnished promptly to all other prospective Developers. If the information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective Developer, the information shall be furnished as an amendment to the application. By submitting an application, Offeror agrees to provide non-discrimination and Civil Rights assurances if applicable. Additional provisions the Developer should note include:

- The information provided by Offeror may be used by the USAF to conduct a comprehensive background and credit check.
- The Developer may provide the facilities and services to the USAF as agreed upon in the Plan and lease either directly or through subleases or concession agreements that have been reviewed and accepted by the USAF.
- The right is reserved, as the interest of the USAF may require, to reject at any time any and all applications, to select more than one Offeror, to waive any informality in applications received, and to accept or reject any items of any applications unless such application is qualified by specific limitation.
- The Developer may joint venture with another Developer(s). A joint venture (team arrangement) shall meet the following requirements:
  - All applications submitted by joint ventures must include an original of the executed joint venture agreement.
  - Parties to the joint venture must sign the proposed Lease or Leases, as agreed to in the Plan. In the case of corporations that are joint venture entities, the corporation secretary must certify that the corporation is authorized to participate in the joint venture, by so certifying in the joint venture agreement and by submitting a separate certification to the USAF prior to Lease award. The joint venture must also provide a certificate, which identifies a single point of contact, i.e., a principal representative (by name) of the joint venture for purposes of resolution of lease matters and payment issues.
- The U.S. Army Corps of Engineers (“USACE”) has been selected by the USAF to assist in this competition. The Metis Group LLC and Alvarez & Marsal Real Estate Advisory Services LLC are serving as advisors (and have recused themselves from this competition) on this project. All offerors must certify they are not using nor have they used The Metis Group LLC or Alvarez & Marsal REAS to assist in the preparation of any proposal related to this project. (Conflict of Interest Certification form is included as Appendix A of this NOL.)

# **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

## **3.2. CANCELLATION OF AVAILABILITY BY THE GOVERNMENT**

The Government is sponsoring this leasing transaction solely for the purpose of achieving the goals established in the enabling legislation. While the Government intends to enter into a lease with the Developer, it is under no obligation to do so, and reserves the right to cancel this availability and reject all application submissions. The Government reserves the right to suspend or modify all aspects of this process and to waive informalities and minor irregularities in offers received where it is in the best interest of the Government to do so.

## **3.3. HOLD HARMLESS**

By participating in the application process, Developers agree to hold the United States, its officers, employees, and advisors harmless from all claims, liabilities and costs related to all aspects of this application. Under no circumstances shall the Government be liable for any real estate brokerage commissions, finder's fees, or other forms of compensation related in any way to activities undertaken by any person as a result of the submission of the NOL proposal.

## **3.4. AMENDMENTS TO APPLICATION PACKAGE**

This application package may be amended by formal amendment document, letter, or facsimile. If this application is amended, then all terms and conditions, which are not modified, remain unchanged. Developers shall acknowledge receipt of any amendments to this application by the date and time specified in the amendment(s). Acknowledgment shall be made by signing and returning the amendment(s), or sending a letter or telegraphic acknowledgment.

## **3.5. INDUSTRY FORUM NOTICE TO OFFERORS**

An Industry Forum will be held on June 26, 2007 to discuss the approach to this transaction. The conference will be held at Macomb Community College, University Center- Assembly Hall, 44575 Garfield Road, Clinton Township, MI 48038-1139 at 10:00 AM (Registration begins at 8:30 AM). Information (directions, attendee list, presentations, questions & answers, etc.) on this industry conference can be found on the following website:  
<http://eul.army.mil/Selfridge/conference.htm> .

## **3.6. NOTICE OF ORAL PRESENTATIONS**

Offerors should note that they might be required to present their proposals orally to the USAF, Selfridge ANG Base and its advisors if they are included in the competitive range. If any oral presentation is required, it shall be limited to 60 minutes. During the oral presentation, the Offeror should be prepared to provide information concerning any aspect of the written proposal submitted. At the conclusion of the oral presentation, the Offeror should plan on approximately 30 to 45 additional minutes to respond to questions. Offerors should be prepared to provide a pictorial representation of the project concept through the use of a rendering, sketch, photomontage, or other type of graphic media. The visual media will be

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

used for illustrative purposes only and is not expected to be an exact or detailed representation of the project concept. The USAF will provide an overhead projector, LCD data projector and laptop with CD-ROM and Floppy disc compatibles. If the Offeror decides to use media other than what is provided, the Offeror must provide and set up the equipment itself. The Offeror must bring ten (10) complete sets of all overheads and any other handouts to the oral presentation. The time and date for this presentation will be scheduled individually with the Offeror after the written proposal has been submitted and evaluated.

### **3.7. SUBMISSION OF APPLICATIONS**

Offeror applications are due at 5:00 PM Eastern Time on the date specified on the project website: <http://eul.army.mil/Selfridge/>. The information below must appear in the lower left corner of Lease Application envelope.

#### Sealed Application for Lease of Real Property

Must be received No Later Than ("NLT"):

Time: 5:00 p.m. (EST)  
Date: August 17, 2007  
Project Name: Selfridge ANG Base Project

One (1) original (**marked original**) and ten (10) copies of Offeror applications, plus one (1) electronic copy and modifications shall be submitted in sealed envelopes or packages addressed to the following:

U.S. Army Corps of Engineers (USACE)  
Baltimore District  
ATTN: Robert Penn, Real Estate Division

If hand delivered, to Office Location:

10 South Howard Street, Room 7620  
Baltimore, MD 21201

If mailed, to Mailing Address:

P.O. Box 1715, CENAB-RE  
Baltimore, MD 21203-1715

In addition, the sealed envelopes or packages should be labeled with the Developer's name, address, contact person and time specified for receipt. Electronic, telegraphic, or facsimile offers and modifications will not be considered without express written authorization of USACE.

**Any applications received after the time and date specified above will be rejected and returned to the Offeror unopened.**

# SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT

## 3.8. SUBMITTAL ORGANIZATION

The Developer's proposal shall consist of a single original document and ten (10) copies with the sections below clearly labeled. The sections constitute the factors that will be evaluated and are listed in order of evaluation importance excluding Section I, which will not be evaluated.

<b>Application Submittal</b>			
<b>Section</b>	<b>Description of Factor</b>	<b>Number of Submittals</b>	<b>Page Limit (8.5" x 11")</b>
I	Executive Summary	One original, 10 copies and one electronic copy to USACE	5 pages
II	Relevant Experience/Past and Present Performance	One original, 10 copies and one electronic copy to USACE	10 pages
III	Financial	One original, 10 copies and one electronic copy to USACE	10 pages
IV	Development Plan	One original, 10 copies and one electronic copy to USACE	10 pages
V	Marketing Plan	One original, 10 copies and one electronic copy to USACE	10 pages
VI	Property Maintenance/Management	One original, 10 copies and one electronic copy to USACE	10 pages
VII	Capability/Qualifications	One original, 10 copies and one electronic copy to USACE	10 pages
VIII	Achievement of USAF Goals, Objectives and Concepts	One original, 10 copies and one electronic copy to USACE	5 pages
IX	Experience in Community Relations	One original, 10 copies and one electronic copy to USACE	5 pages
	<b>TOTAL</b>		75 pages

### NOTES:

- Any pages exceeding the limits set above will be destroyed and not evaluated. Supporting data such as mandatory forms, resumes, organizational charts, financial statements, *pro formas*, cost estimates, engineering calculations, photos, drawings and catalog cuts do not count against the page limits indicated above.
- All sections should be submitted on the same disk/CD ROM.
- All sections of the Application will be provided in a ten (10) font size or greater.

Developers shall mark all information that is proprietary and not releasable to the public as proprietary.

# **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

## **3.9. REQUIRED FACTOR SUBMISSION INFORMATION**

Each section in Offeror's submission must include a description of Offeror's approach to the following factors. These factors comprise the minimum compliance with the USAF and Selfridge ANG Base goals and must be submitted in order for applications to be considered complete. It is the desire of the USAF and Selfridge ANG Base that Offerors attempt to exceed these minimum requirements where possible. The USAF reserves the right to evaluate and select Offerors based upon an overall best value determination.

### **3.9.1 SECTION I – EXECUTIVE SUMMARY: (This section is not scored/rated in the evaluation.)**

- The name, address, telephone, e-mails and fax numbers of each principal, partner and/or co-venturer participating on Offeror's team and the name of the representative authorized to act on behalf of the team.
- Identification of any affiliation or other relationship between any of the members of the team responding to this application and any development company, parent company, or subsidiary.
- A description of Offeror's status (whether a corporation, a nonprofit or charitable institution, a partnership, a limited liability company, a business association or a joint venture) indicating jurisdiction under whose law Offeror is organized and operating, and a brief history of Offeror's organization and its principals.
  - If the Offeror is a corporation, provide the following: 1) Articles of Incorporation and by-laws; 2) Names, addresses, dates of birth and Social Security Numbers of officers and participating principals; 3) Corporate resolution authorizing the proposed transaction; and 4) Summary of Corporate Activity.
  - If the Offeror is a partnership/joint venture, provide the following: 1) partnership/joint venture agreement; 2) Names, addresses, dates of birth and Social Security Numbers of partners; and 3) each principal member's appropriate history and background, assigned areas of responsibility and any legally enforceable agreements or other mechanisms that will be relied on to ensure the firm's successful long-term operation.
  - If the Offeror is a sole proprietorship, provide Social Security Number, date of birth and current address.
- Date and location of establishment and the date of incorporation under the present name.
- Provide Duns numbers for principal, partner, and/or co-venturer participating on Offeror's team.
- Explanation of types of services Offeror's firm provides and how they relate to this application.
- Whether the Offeror (or team member) have ever been terminated for default, noncompliance, or non-performance on a contract or Lease. Provide a detailed description; and whether Offeror (or team member), have been within the past five (5) years, in litigation, arbitration, or have had any judgments against Offeror (or team member). Provide a detailed description.



## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

- Indication of whether Offeror ever maintained or currently maintain errors and omissions insurance and, if so, the amount of the coverage, deductible and the carrier of the insurance.

### **3.9.2 SECTION II - RELEVANT EXPERIENCE/PAST AND PRESENT PERFORMANCE**

**3.9.2.1 RELEVANT PROJECT EXPERIENCE.** Provide the following information on projects for which Offeror (or team member) acted as prime developer. Identified projects must demonstrate an ability to perform a project of this magnitude and complexity.

- List of the major projects that Offeror successfully completed or has currently in progress covering the past ten (10) years. In the case of joint ventures, any principal member's projects over the past ten (10) years.
- For each project listed above please provide the following:
  - The name, address, type and size of each project;
  - The name and address of the owner of each project;
  - No more than three (3) photos of each project (each photo not exceeding 8-1/2" by 11" in size) if available;
  - A description of how the project achieved an acceptable level of quality in the project planning, creation, design and construction;
  - A description of project economics and finance including the following: 1) total development costs including hard and soft costs; 2) financing including debt and equity amounts and sources; 3) ownership structure including percentage of ownership by principal members; 4) economics of sharing arrangements between principal members or investors including identification of sources of return to the owners and investors;
  - A description of property management/maintenance services provided including scope of services and standards of performance;
  - Offeror's role and services provided for each project;
  - The name, address, telephone e-mail, and fax numbers of a point of contact at the client or other stakeholder for each project (This individual must be familiar with the project and the role of the Offeror played in the project and will be able to respond to Air Force inquiries, also the individual must know they will be contacted as a reference); and,
  - Any other pertinent information to sufficiently describe each project.

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**3.9.2.2 PAST AND PRESENT PERFORMANCE.** Provide the name, address, telephone and fax numbers of at least four (4) clients or other stakeholders for whom Offeror (or each team member) have successfully developed projects within the past ten (10) years.

In addition to clients, Offeror is encouraged to provide the above information from other project stakeholders that Offeror considers important to understanding the success of Offeror's work. These references should be able to assess the degree of client (or other stakeholder) satisfaction.

The USAF intends to contact all the references that the Offeror lists. Offeror's inclusion of the information requested above will be considered authorization to do so. Some of the factors that contribute to client satisfaction and what the Offeror's references may be asked to discuss with respect to Offeror formally are as follows:

- Quality of the working relationship with the client (the tenant and/or owner);
- Professionalism and integrity with which Offeror conducted business;
- Responsiveness to the client's needs and expectations;
- Level of communication;
- Value added to the project as the result of cost savings, favorable financing, positive asset management, etc.;
- Delivery of the project within budget and on schedule;
- Quality control of the project design and construction; and
- Other relevant aspects in the management of a project development for a client.

List all material instances of litigation or formal Alternative Dispute Resolution (ADR) processes (e.g., binding arbitration) during the last ten (10) years and involving a claim in excess of \$50,000 to which each principal member has been a party relating to partnering and/or financial performance. For those matters involving a claim equal to or in excess of \$500,000, provide a detailed description of the litigation or ADR process.

**3.9.3 SECTION III – FINANCIAL:** (Note: All financial data clearly marked as proprietary will be held in confidence)

- Offeror shall provide audited financial statements (or 10Ks if the entity is publicly owned) for the last three years (parent and holding companies should submit audited financial statements if they intend to commit resources to a developer or joint venture in which they own a controlling interest). The financial statements should be prepared in accordance with generally accepted accounting principles (GAAP) (see note below) and the financial auditor must be an independent Certified Public Accountant or by and independent licensed public accountant. Auditor contact information should also be provided.

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

- If audited financial statements have not been performed for Offeror's corporation or partnership, or if Offeror is an individual, provide a complete and current personal financial statement for Offeror and all partners/officers.
- Provide the names, addresses, telephone numbers and e-mail of at least two commercial or institutional credit references from which Offeror has previously obtained financing. Attach a letter authorizing each credit reference to respond to inquiries from the USAF.
- Identify the sources, and, if possible, the relative amounts from these sources, from which Offeror expects to derive revenue during implementation and operation of the Selfridge project.
- Discuss the envisioned economics of sharing arrangements between principal members or investors including identification of sources of return to the owners and investors.
- Describe Offeror's plan for reinvesting revenues earned back to the project itself. This should include anticipated timing and levels of refinancing and the proposed disposition of proceeds from refinancing as well as plans for adjusting the reinvestment approach in response to market standards.
- Provide a description and/or documentation demonstrating the Developer's strategy to obtain financing (i.e., debt and equity) for this project including anticipated costs and why this strategy offers the best value to the government.
- Discuss Offeror's capability to secure operating capital for the project as well as Offeror's capability to secure payment or performance bonds (or other types of security) for the envisioned Selfridge project.

**3.9.4 SECTION IV – DEVELOPMENT PLAN:** This factor will be used to evaluate and demonstrate that the Offeror has a clear understanding of the anticipated design and construction elements of the project. Specifically, the Offeror shall submit a detailed narrative describing the Offeror's proposed project concept, approach and vision, including an accurate overall description of the intended project design and construction methodology. Place special emphasis on how Offeror's approach addresses the entire project and how it demonstrates a clear understanding of the scope and complexity associated with the project. The project concept shall include, but is not limited to, the following items: 1) quality control plan; 2) safety plan; 3) phasing/sequencing including detailed logic diagram with major milestones (i.e. notice to proceed, design completion, obtaining permits, subcontractor selection); and 4) project coordination (i.e. A&E involvement). The USAF is seeking a developer that will bring creativity and innovation to this project.

**3.9.5 SECTION V – MARKETING PLAN:** This factor will be used to evaluate and demonstrate that the Offeror has an understanding of the type of uses and sub-tenancies for this site consistent with the USAF's goals and objectives. Specifically, the Offeror should submit a detailed narrative describing how the Offeror will market the site to maximize its potential and create optimal absorption. Summarize the prospective developer's team experience marketing the proposed product type(s). Specifically, the

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

Offeror shall provide an overview of the marketing plan to research and identify the necessary users to make the overall project financially feasible.

**3.9.6 SECTION VI – PROPERTY MAINTENANCE/MANAGEMENT:** This factor considers the Offeror's capability to understand and address the project's property maintenance/management responsibilities including maintenance, repair, operations and management experience. Specifically, the Offeror should provide their approach to maintenance/management of the project in accordance with private sector standards, as well as describe previous comparable projects where they have performed similar functions. In addition, the Offeror should include detailed information (i.e. resume) on personnel that will be involved in the management of the project.

### **3.9.7 SECTION VII – CAPABILITY/QUALIFICATIONS**

**3.9.7.1 STAFFING PLAN:** Please provide the following:

- Describe Offeror's organizational approach to executing Offeror's responsibilities, providing the overall project coordination, and responding to the USAF during all phases of the project. Include an organizational chart and staffing plan that demonstrates Offeror's capability of carrying out all functions required for this project. If applicable, present a timetable for hiring any additional staff.
- For each year from 1997 to the present, summarize Offeror's workload, expressed in terms of the annualized dollar value of the projects being developed and the number of full-time staff engaged in managing project development.
- Discuss the extent to which Offeror is planning to commit staff and other resources to the project and development of the Business and Lease Plan.

**3.9.7.2 QUALIFICATIONS OF KEY PERSONNEL:** Please provide the following:

- Identify Offeror's key personnel and their respective roles during development of the Plan. Key personnel are those persons considered critical to the accomplishment of the required services. Indicate the extent to which Offeror's key personnel have worked together as a team on projects of this financial magnitude or greater.
- Provide a resume for each of Offeror's key personnel. Key personnel are those who are considered critical to the accomplishment of the Plan. Resumes, which are limited to one-page, must include a description of the individual's duties and responsibilities, education, knowledge, skills, expertise and other qualifications relevant to development of the Plan.
- Attach a statement to the resume for each of Offeror's key personnel defining the extent of their availability and corporate commitment. The resume for each person must clearly indicate whether the person is or is not currently Offeror's employee and, if not so employed, what kind of commitment or offer of

## **SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

employment Offeror's firm has been made to assure availability of this person during the development of the Plan.

**3.9.8 SECTION VIII – ACHIEVEMENT OF AIR FORCE GOALS, CONCEPTS AND OBJECTIVES:** This factor considers the extent to which the Offeror's approach indicates an understanding of the USAF's goals and a realistic approach to accomplishing them. Specifically, Developers should describe how this approach and how the goals of the USAF will be achieved during the project term.

**3.9.9 SECTION IX – EXPERIENCE IN COMMUNITY RELATIONS:** Explain Offeror's philosophy and specific approach to managing community relations during the planning, construction and operation & maintenance of major projects. With respect to projects Offeror listed under "Relevant Project Experience," describe Offeror's experiences in managing relations with the surrounding community.

### **3.10. SOURCE SELECTION EVALUATION PROCESS**

An evaluation team will evaluate each application. The team will determine the overall value of the application to the USAF and the potential for meeting the goals of the leasing arrangement, in accordance with the evaluation factors previously stated. Therefore, the application should contain all information that the Developer deems is needed by the USAF to make a selection. Applications will be evaluated on their own merit, independently and objectively. While the government does not intend to meet with Offerors regarding revisions to their applications prior to any oral presentations, the USAF may contact Offerors to clarify certain aspects of their application or to correct clerical errors. The information submitted in Offeror's written proposal will be reviewed by the evaluation team prior to any oral presentation. This will allow the team members time to become familiar with Offeror's firm's experience, project approach, financial capabilities, and to generate questions that may be posed in anticipation of any oral presentation. The USAF reserves the right to include all or short-list offerors into a competitive range before or after any oral presentations.

After the final evaluation of the applications, the USAF will select the Offeror whose application offers the **best overall value**. Selection will be based on an integrated assessment of the factors set forth in Section 3.9. Upon selection, the USAF and the Offeror will commence work, as outlined in this Lease Proposal, with the intent to enter into a leasing arrangement.

# SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT

## SECTION 4.0 APPLICATION EVALUATION PROCESS

### 4.1. INDIVIDUAL FACTOR RATINGS

Each individual evaluation factor will be rated as indicated below. The evaluators will assign one of the following ratings to each factor:

- **Exceptional Plus (E+):** The offeror has addressed substantially all of the elements in this factor in a manner that demonstrates superior added value above a satisfactory response for substantially all of the elements.
- **Exceptional (E):** The offeror has addressed many of the elements of this factor in a manner that demonstrates superior added value above a satisfactory response and has addressed substantially all of the remaining elements in this factor in a manner that demonstrates high added value above a satisfactory response.
- **Acceptable Plus (A+):** The offeror has addressed many of the elements of this factor in a manner that demonstrates some added value above a satisfactory response and has addressed substantially all of the remaining elements in this factor in a manner that demonstrates a satisfactory response.
- **Acceptable (A):** The offeror has addressed substantially all of the elements in this factor in a satisfactory manner.
- **Unacceptable (U):** The offeror has failed to address substantially all of the elements of this factor in a satisfactory manner or has simply failed to address substantially all of the elements in this factor.
- **Neutral:** This rating will only be used to evaluate an offeror in the past performance evaluation factor. The offeror did not have a sufficient history that could be evaluated in a level of detail that allowed the evaluation team to draw a conclusion about the offeror's past performance

### 4.2. OVERALL PROPOSAL RATINGS

In addition, the evaluators will assign an overall rating to each proposal as indicated below:

- **Exceptional Plus (E+):** The offeror has addressed substantially all of the elements in all of the factors in a manner that demonstrates superior added value above a satisfactory response.
- **Exceptional (E):** The offeror has addressed many of the factors in a manner that demonstrates superior added value above a satisfactory response and has addressed substantially all of the remaining factors in a manner that demonstrates high added value above a satisfactory response.

## SELFRIDGE AIR NATIONAL GUARD BASE EUL NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT

- **Acceptable Plus (A+):** The offeror has addressed many of the factors in a manner that demonstrates some added value above a satisfactory response and has addressed substantially all of the remaining factors in a manner that demonstrates a satisfactory response.
- **Acceptable (A):** The offeror has addressed substantially all of the factors in a satisfactory manner.
- **Unacceptable (U):** The offeror has failed to address substantially all of the factors in a satisfactory manner or has simply failed to address substantially all of the factors.

### 4.3. RISK RATINGS

The evaluators will justify the evaluation factor rating by drawing upon the strengths, weaknesses and risks identified for each of the evaluation factors. In addition to the ratings above, a risk rating will be assigned to each of the individual factors. The purpose of this rating is to assess the level of risk associated with each offeror. The evaluators will assign one of the following ratings to each of the individual factors:

- **Low Risk:** Any weaknesses identified by the evaluators have little potential to cause disruption to the planning and implementation phases. Normal contractor/government effort and monitoring will probably minimize any difficulties.
- **Moderate Risk:** These are weaknesses identified by the evaluators that can potentially cause disruption to the planning and implementation phases. Special contractor/government emphasis and close monitoring will probably minimize any difficulties.
- **High Risk:** These are weaknesses identified by the evaluators that have the potential to cause significant disruption to the planning and implementation phases even with special contractor/government emphasis and close monitoring.

The evaluators will document the weaknesses and their potential impact on disruption to the planning and implementation phases of the installation specific projects to justify the contractor selection rating. Oral presentations will be evaluated on the same basis as the written proposals and blended into the final evaluation.



**SELFRIDGE AIR NATIONAL GUARD BASE EUL  
NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**SECTION 5.0      ARRANGEMENTS FOR INSPECTION OF SITE**

Arrangements can be made with Selfridge ANG Base for inspection of sites included in this NOL. To make such arrangements contact:

Name: Lt. Colonel Mac Crawford, MIANG  
Telephone: 586-307-4670  
E-mail: [mac.crawford@miself.ang.af.mil](mailto:mac.crawford@miself.ang.af.mil)

**SECTION 6.0      POINTS OF CONTACT**

Questions, clarifications and inquires about leasing issues, title and general information requests can be directed to the following:

<b>Name</b>	<b>Organization and Address</b>	<b>Phone &amp; Fax</b>
Robert Penn	<u>Physical Address:</u> U.S. Army Corps of Engineers, Baltimore District Attn: Real Estate Division 10 South Howard Street Baltimore MD 21201  <u>Mailing Address:</u> PO Box 1715 Baltimore MD 21203-1715  <u>Email:</u> <a href="mailto:bob.penn@nab02.usace.army.mil">bob.penn@nab02.usace.army.mil</a>	P 410-962-3000 F 410-962-4922
Peter Swanson	<u>Physical Address:</u> U.S. Army Corps of Engineers, Baltimore District Attn: Real Estate Division 10 South Howard Street Baltimore MD 21201  <u>Mailing Address:</u> PO Box 1715 Baltimore MD 21203-1715  <u>Email:</u> <a href="mailto:peter.swanson@usace.army.mil">peter.swanson@usace.army.mil</a>	P 410-962-9823 F 410-962-0866

**SELFRIDGE AIR NATIONAL GUARD BASE EUL  
NOTICE OF AVAILABILITY TO LEASE (NOL) - DRAFT**

**APPENDIX A CONFLICT OF INTEREST CERTIFICATION**

The Offeror hereby certifies that The Metis Group LLC or Alvarez & Marsal Real Estate Advisory Services, LLC did not assist in the development of this proposal for the Selfridge Air National Guard Base Enhanced Use Leasing Project.

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

*This form should be signed by the person authorized to represent the significant parties comprising the project team and should be included in the Offeror's proposal.*